



Sustainability Performance Update

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Sustainability Performance

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Welcome, everyone, and thank you for joining us today for our Sustainability Performance Update. For those who don't know me, I'm Anik Michaud and I head up the Corporate Relations and Sustainable Impact function.

Twice-yearly sustainability updates going forward

We last updated you on our sustainability progress in October, and you may have noticed that we are increasing the tempo of these updates to twice a year, as we do with our financials. We absolutely welcome the growing interest from our shareholders and stakeholders alike, not least because sustainability considerations are integrated into every aspect of how we run our business day to day.

As many of you know, we have been sharing our progress on what is now called ESG, for many, many years, going back – well back before I joined Anglo American in 2008. We are delighted with the interest in what we're doing because the only way to have a sustainable business is to understand how all the dots join together, particularly in our industry. So, by updating you twice a year, we hope you can more easily track our progress and it also gives us the opportunity to deep dive and share with you specific areas of our work.

Two key words I hope you take away from this presentation: holistic and integrated.

Cautionary Statement

As Mark has been heard to say, please read this slide carefully, but in your own time.

Health & Safety Share

'WeCare'

Of course, I do not need to remind anyone that, sadly, COVID is still very much with us globally, despite the encouraging vaccine progress in some countries. While we can now see how the vaccine gives us a pathway out of the pandemic, it is clear that COVID and its challenges are not going away quickly. You have heard us talk before about our WeCare programme that we put together last year in response to the challenges posed by the pandemic.

Through WeCare, we are working to protect the physical and mental health of our workforce, to support the lives and livelihoods in our communities, and to help tackle the scourge of gender-based and domestic violence.

Our operations

During the intense first wave of COVID-19, we quickly adjusted our operations to allow for social distancing, engaged our workforce in adopting all the right health and hygiene measures, and put in place numerous controls around health screening.

Our supply chain team had the foresight to quickly begin procuring all of the equipment and consumables necessary for the network of our laboratories that our most incredible health

teams set up. We have carried out almost 300,000 COVID tests, representing more than three times our workforce.

Health team

I would be remiss if I did not give a huge shout-out to our health team led by Dr. Elton Dorkin, as they have been on the front lines working tirelessly. Through all the measures we have taken, we have been able to keep our people safe, prevent infection at the workplace and keep our operations going for the good of everyone.

Working with host communities

At the same time, we worked with our host governments, unions, communities and business partners. We were very mindful of the importance of our role in so many of our host communities, which are often in remote rural areas, spanning everything from the provision of basic services such as energy and water, through to supporting schools, healthcare and local businesses.

A Responsible, Holistic Approach

Today our responsible, holistic approach continues. As we have moved through the various stages of the pandemic, we are taking these initiatives further and expanding the breadth of WeCare to also educate employees and stakeholders on vaccines, and to work with governments to help deliver them. We are pleased to see COVID-19 vaccine starting to be rolled out in many of our key geographies. This is a much-anticipated stage in the fight against the pandemic and brings great hope for the future because the more people are vaccinated, the safer everyone will be.

You may have seen that we've committed up to \$30 million to support vaccination in our host countries. Getting vaccinated is a personal choice, of course, and that choice should be respected. However, it is important that it is a well-informed choice, based on facts and reliable information. In line with our unconditional care for the safety and health of our colleagues and their families, we're strongly encouraging our employees to take up the vaccine when they have the opportunity to do so, reducing the risk of contracting COVID-19 and developing serious and sometimes life-threatening complications.

Let me now show you a short animation which we have been using with our employees, and it's an example of how we are helping them make the informed choice.

[VIDEO]

2020 Performance & Progress

Mark Cutifani

CEO, Anglo American

My intention is to provide a performance overview, and I will also try and paint a picture of how sustainability is integral to how we think, how we invest and how we operate.

Reimagining mining to improve people's lives

Our purpose is to reimagine mining to improve people's lives. How we live our purpose is informed by our ambition. That is, we measure our performance and progress on the broader business transformation in three dimensions.

Effectiveness

On effectiveness, the delivery of sustainable free cash flow funds our dividends and other capital returns to shareholders, while also providing the funding to grow and improve the business in the long-term.

Efficiency

Secondly, on efficiency; how we deliver that cash flow through our business investments measured by ROCE, is our check to make sure we created sustainable value in delivering sustainable free cash flow.

Sustainability

Finally, and most importantly, it also is reliant on our specific sustainability metrics, our sustainability strategy, a holistic concept across seven pillars of value.

We are making sure our broader business foundations are solid and reliable. We start with safety and health and looking after employees and all our business and social partners. It includes environment and being accountable to our communities. Social performance is about partnerships with communities, governments and other stakeholders.

Production and resources reflect the short-term value that we can deliver and the longer-term viability that underpins where we take the business in the long-term. Unit costs and margins reflect our ability to generate cash flow through price cycles, and our conservative balance sheet strategy at any point defines our ability to act cyclically, as we've shown with recent investments, including Quellaveco and the Woodsmith Project in crop nutrients.

Purpose

Now, from what we aim to do to how we do it. Our purpose and ambition inform our strategy, and our strategy focuses on three areas of endeavour. First, on portfolio, as you know, we are an asset quality focused group, proving a starting point for long-term sustainable performance in metals and minerals. Our focus on quality provides a natural tendency to look for the best of the best in those commodities in which we work. Our strategy and our focus on future-enabling commodities reflects that forward-looking approach, positioning us in high-quality bulk commodities, metals driving electrification like copper and nickel, or the hydrogen economy where we look at PGMs and other products that we produce to support those new economies.

Innovation

In terms of innovation, doing things differently is about finding new pathways to being more competitive while, at the same time, shrinking our natural inputs and footprint. That is, by reducing energy and water consumption, we reduce our costs and by improving productivity and capital efficiencies, we grow our business and increase production intensity, while at the same time our focus on the position further reduces costs and reduces our physical mining footprint.

An integrated approach

This integrated approach in terms of how we operate connects how we work with and through people to create a very different mining business. In our business, innovation is only as effective as the creative intensity of what we do and how we support our people being creative. In our world, people are not assets or resources. They are much more than that, people are the business.

Central to these concepts is future-smart mining, which is a holistic approach to driving competitive transformation. It includes our innovation and technology step changes to improve efficiency and footprint outcomes, and Tony will talk to you a bit more about that next month.

The key point to understand in this conversation is we see innovation in technology as servants to both improve shareholder returns and sustainable business outcomes. The broad transformation framework is based around our Sustainable Mining Plan and our Collaborative Regional Development approaches. These are both innovative and certainly set us apart, we think, from our competitors.

Sustainable Mining Plan (SMP): Ensuring Stretch and Relevance

The Sustainable Mining Plan is central to our delivery of sustainable performance. Our Sustainable Mining Plan was finalised in December 2017, and while the concept was industry-leading at the time, there is no doubt the world has continued to move forward and so we understand we have to evolve and move on as well.

Since the launch of our Sustainable Mining Plan, new issues have shaped the public debate; for example, circular economy, social inequality, gender-based violence and other key issues. Stakeholder expectations have evolved as well - clearly, carbon neutrality being the big one on the agenda. Gaps in our commitments have been identified- that is in marketing, non-managed joint ventures, product value proposition and a whole range of other areas that we continue to work and evolve our positions.

Sustainability as a differentiator

We have continued to evolve our plan consistent with our strategic approach to the broader business. Sustainability is not a bolt-on, we see sustainability as a differentiator. Communities and civil society are focal points as we connect and translate our actions with the investors and customers. Operating assets have extended value chains that we leverage to improve returns. Shareholder value connects to stakeholder and a purpose-led growth

Since 2017, we've not stood still. For example, last year, we added a new commitment to being carbon-neutral across our operations by 2040. Through 2021, Anik's team are working collaboratively across the organisation and with external stakeholders to make sure we understand evolving trends, and that we translate these trends into deliberate and more effective actions across the business. Just as financial performance presents an opportunity for differentiation, we see sustainability no different. It is integral to how we work and how we plan. Our Sustainable Mining Plan commitments have to stay relevant and stretching, and so they will continue to evolve and improve.

Given the breadth and evolving thinking around many aspects of sustainability and our desire to continue to consult widely, we expect this work to be ongoing and so it would be important to keep updating you to ensure we take you with us on this journey.

ESG Integrated in Decision Making

We have a plan, and our activity is managed within a governance framework. The seven pillars of value are how we measure sustainable performance. Four of these sustainability metrics fit within the scope of a current traditional sustainability conversation, being our focus here today.

I'm not going to talk to the metrics one by one, but I want to make the point, and Stephen will reinforce this a little later, that our sustainability activity is integrated into our governance framework and performance is measured and managed, as it should be, for any of the traditional physical and financial metrics across the business. That is, our conversations are integrated, it's all part of the same process.

Driving Towards a Safe & Healthy Future

Safety

Now, looking at our performance in 2020 on safety, health and environment, for us, the improvement journey continues. First on safety - over the last five years, we've recorded a 40% reduction in total injuries and an 82% reduction in fatal incidents. For us, despite the loss of two colleagues in 2020, it was our best-ever safety performance as we continued our journey towards zero. With that, no year is a good year if you lose a colleague but at the same time, our continuing improvement reflects both hard work and focus on creating a workplace that is safe and productive.

Health

Health cases, made up of less obvious or immediate hazards of risk, are also heading in the right direction.

Environment

And on the environment, our improved planning and operating disciplines continue to support infinite reductions across the group. As many people know, making sure we don't get that call in the middle of the night requires constant focus, specific attention to appropriate technical design, operating disciplines and open and effective governance processes to ensure we are doing the right things the right way all the time.

Working to Deliver Value to All Stakeholders

Enterprise development jobs

We've also been improving our performance on a broader front, and the pandemic has reinforced to the outside world the importance of a mining company's social performance credentials. We support over 137,000 enterprise development jobs in our local communities, and it's around 200,000 jobs, if you factor in the impacts of our local procurement activities. This is our current status quo, achieved through helping local entrepreneurs and through foundations such as Zimele in South Africa and Emerge in South American. We have ambitious plans as part of the SMP to achieve our 2030 target of supporting five jobs outside the mine gate for every job on the operation.

Female board representation

Looking at female board representation, Anik will touch on the broader area of diversity later, but we are now well ahead of the Hampton-Alexander targets for UK boards.

Social Way Compliance

On our Social Way Compliance, Anik will explain this further, but the key message is that we're approaching full compliance across the group. As you know, these things evolve and develop over time and so we've now designed a new generation Social Way package that will be used as a new and higher bar for community and social engagement. This new package goes beyond the industry benchmarks and has been imaginatively called "Social Way 3.0".

Stepping back, you can see our trends of improvement across this range of non-financial metrics. This is another view of where we are improving the business with a view to building resilience and sustainability. We believe the market recognises these improvements as indicators to how we think and create a sustainable business.

Over that same five-year period, people probably understand we've been the standout, Major Diversified, delivering better than a 60% average TSR each year. Now, we know 2016 was a low share price base for the group but if you look back to 2013, we are still delivering better than 17% TSR each year, again ranking at the top of the major Diversified rankings. We believe building a sustainable business is absolutely consistent with building our high performance business, in every dimension.

E - Healthy Environment

Active Route to a Greener World

We've previously talked about our journey to neutrality on operational carbon emissions, and we continue to make progress; both with the confirmation of our intention to demerge our SA thermal coal operations, which I will touch on a little bit later but also, we've now put in place contracts for renewable energy supply across all of our South American operations from 2022 to onwards. This recent milestone was achieved with the signing of a contract with Engie for renewable power at Quellaveco earlier this month. I would also like to highlight our intention to present an advisory resolution on our plans and approach to climate change at the 2022 AGM. So the journey continues towards operational carbon neutrality by 2040.

Progress towards a Green Future

Within a green context, we continue to make good progress on critical targets. Our energy efficiency improvements have also supported our greenhouse gas savings and as you can see, we've met both improvement targets for 2020, working off our 2016 baseline which is represented by the green lines on the chart. It's an absolute reduction of 30% on both by 2030.

Pathways to Scope 3 Reductions

Now, looking at the downstream emissions from our products, like most of society, we're on a journey understanding the broad and local implications of climate change. What we do recognise even more clearly is the positive role that metals and minerals we produce have in

the transition to a low-carbon economy. We are developing our understanding on how to mitigate the possible physical impacts of climate change on our operations and the regions around them.

We know how we can reduce our emissions through technology and operating efficiencies, digitally induced knowledge and innovation. And we're increasingly aware of the wider role we can play, and the role we cannot play, in facilitating the transition to a low-carbon future that the science clearly flags we need to follow. The journey we're on is far from complete. Our business model is unique in the mining world, where we look for value leverage points along our individual value chains to mitigate the risks and maximise revenue opportunities.

Consistent with that "Mining the value Chain" approach, we also see the value possibilities associated with the transition to a low carbon future.

On portfolio, we're taking measured steps down this important road. Thermal coal accounts for around 60Mt CO₂ of our scope 3 emissions and we have announced the plan to demerge the business.

On steelmaking ingredients, both our met coal and iron ore are high in quality and low on deleterious elements and are well suited to modern, relatively cleaner conventional steel making. For example, our Minas-Rio product allows for around a 30% less carbon emission than that compared to a 58% iron content Pilbara product.

We also expect that the demand for high quality met coal for this purpose will extend well beyond our mine lives. And as steel making evolves with 50% expected to be greener by 2040, our high-quality products should play preferentially into future steel making technologies. And for us, that's a big competitive advantage in the long-term.

Data, logic and science are always central to our analysis, and we solve this complex problem through a multi-dimensional approach. We are doing the work now, and I will certainly tell you more later in the year.

Thermal Coal – A Responsible Transition

As I've said before, we strongly believe in a responsible transition from thermal coal assets. We've been on a pathway for some years, leaning towards a portfolio of future-enabling products.

With a healthy but intense competition for capital across the group, the bulk of our discretionary capital is focused on copper as in Quellaveco, in new opportunities in Crop Nutrients as in Woodsmith, and in maximising the potential from our existing assets in De Beers, PGMs and other positions across the portfolio.

The risk is that thermal coal is now standing at the back of the queue in terms of capital allocation. Therefore, we think it is much better to free it and give the business the chance it deserves to evolve and improve in its market. We think this is the responsible way to do things – for the business, for its customers, its employees and for South Africa, the owner of the resource base.

We've seen that thermal coal, despite the fact it's only 4% of group revenue, is a deterrent to some asset owners who invest in Anglo American. On the other hand, it's not a material part of the portfolio for those investors that would seek thermal coal exposure, certainly as a value

play. Therefore, there is an increasing dis-synergy between the two businesses and we think there's a good chance that the separation will serve both sides of that equation.

We have always said that we are committed to delivering a responsible transition. It is very important to us that we go about these things in the right way. This means maintaining the transparency and accountability that comes from the public scrutiny of a listed business. In order to achieve that outcome, we must set the business up for sustainable success.

South Africa Thermal Coal: A Responsible Transition

We've proposed to demerge the business into Thungela, which will be a high quality and most importantly, a responsible operator of the assets led by July Ndlovu, who has done a great job with the business for the past five years. For us and now for Thungela, ESG and a robust framework to ensure we manage ESG matters responsibly is absolutely fundamental. Thungela will be focused on the protection of our employees and the delivery of value to stakeholders, with the highest standards of governance.

It has commitments to responsible environmental stewardship, based on the efficient use of resources, climate risk management, and promoting biodiversity and land stewardship, which will also deliver significant benefits to our host communities, while also committed to closing the mines responsibly to enable sustainable future land uses.

At the same time, Thungela management is committed to delivering significant benefits to employees and host communities, that they participate meaningfully in the business - each will hold 5% direct equity stakes.

Each point is underpinned by strong governance that is essential to delivering our strategic priorities and building trust with our shareholders, our communities, our regulators and our employees. This approach has been carefully considered and developed with our stakeholders, demonstrating the responsible and thoughtful way we've approached this and other ESG considerations.

S – Thriving Communities

Anik Michaud

Group Director, Corporate Relations and Sustainable Impact, Anglo American

The S of ESG is incredibly broad, from employee safety and health through to the full gamut of 'social' performance, it's actually about people.

This is the "Thriving Communities" pillar of our Sustainable Mining Plan. Today, I'm going to highlight our approach as well as how we are working to become a more inclusive and diverse company for our employees and future employees, which is one of the critical foundations of the Sustainable Mining Plan.

Continuous Evolution of Social Performance Practice

The last time we spoke, you heard me mention "Social Way 3.0". It is our approach to managing social performance at all of our sites, across the full lifecycle. I want to talk more about how it is driving better outcomes for our communities.

We first set out our approach to social performance back in 2003 with what we then called SEAT - the Socio-Economic Assessment Toolbox - that provides guidance to our sites. While SEAT quickly became something of a benchmark, our thinking evolved and SEAT was followed by the Social Way policy in 2009, which for the first time consolidated our existing social commitments and plugged notable gaps, in particular with reference to international standards.

An updated SEAT toolbox then served as the guidance for implementing the mandatory Social Way requirements. We were the first mining company to adopt this kind of approach.

We have continued to develop our thinking over the last decade to reflect evolving best practices and more importantly, stakeholder expectations. Now, with Social Way 3.0, we are focussing not only on adherence to international standards, but also on ensuring we reliably deliver the outcomes that our stakeholders, and we, want. That has involved going beyond established norms, such as the IFC Performance Standards, to ensure that social issues are well integrated into our core business planning and governance processes. Again, it's about integration.

What we're aiming for, is a business that does the right thing every time, whether that's required by our standards or not, because our purpose "to reimagine mining to improve people's lives", our values and our processes lead us to the right decisions. This is where we are on a maturity journey as our processes become more robust.

We already do many things well, but of course we're not perfect and recognise that we will always need to improve. As an example, resettlement and livelihood restoration are some of the most difficult things that mining companies do and are very challenging to get just right. But we think about this in an integrated way. The IFC Performance Standard on resettlement planning has a first objective to avoid, and where this is not possible, minimise resettlement. So, we work very closely with our technical teams to ensure this objective is foremost in our planning. It is something that we are constantly working to improve and requires full participation of our stakeholders.

Social Way 3.0: Raising the Bar

I believe the Social Way 3.0 marks a step change because it is an integrated management system and includes a policy, guidance, toolkit and assurance framework, all in one package. It is industry-leading by design because it embeds leading international standards, like the IFC Performance Standards and the UN Guiding Principles for Business and Human Rights - as you would expect.

But also, it's not a standalone system. We are integrating social performance into our core business processes. Just to give you a few examples, we have worked closely alongside our technical colleagues to incorporate social and human rights risks and impacts into our operational risk management process. We have done this with several other processes, such as safety - learning from incidents, our operating model which I'm going to touch on in a second, as well as the life of asset and mine closure planning.

So, it is a comprehensive and robust tool, but the fact remains that we are on a journey because we are always learning.

Our sites are working on a three-year timeline to fully implement the new approach, and we are on year two of that journey. At the end of 2020, 80% of the end-of-year rollout milestone targets had been met, and 23% of all Social Way 3.0 requirements were satisfied. Although this is a lower percentage compliance than in 2019, we believe that this actually represents a higher overall standard of performance, given the much more rigorous requirements of the new Social Way.

Comprehensive Coverage of Social Performance

Some people still believe that social performance involves sitting under a tree and talking to community members. While it is true that stakeholder engagement is a very important component, the blue boxes you actually see here are the chapters in the Social Way, covering everything from community relations to land access and resettlement, to cultural heritage, to socio-economic development and so on and so forth.

It is technical in its own right, but a management system is only a system. It becomes a practise when it is truly embedded in the culture - and for this to happen, you have to create a mind-set shift. To achieve our vision of delivering lasting positive contributions to local communities, we have to create the right enabling environment, the right governance, leadership, culture and competencies.

That's why, for example, the Leadership Development Programme for our first year of senior managers focuses exclusively on ESG. We have put as much effort into the governance of social performance as we have into the standards and guidance to ensure it is implemented effectively. We are also working very closely with our colleagues in other disciplines to drive improved social performance at site level because often it is through activities in other areas, be it mining safety, supply chain, management of environmental impacts, that we are able to address the expectations, needs or concerns of local communities. So, our in-depth training programme on the Social Way 3.0 is very much taking a "whole of mind" approach.

We are also keen to engage with external stakeholders on these issues, and that is why we continue to make the Social Way policy and toolkit publicly available on the Anglo American website for others to use as they see fit, but more importantly, to critique and propose improvements.

With this most recent iteration, we are now focussing on delivering outcomes, not just assessing compliance, so this is not a tick-box exercise.

Social Way 3.0 Integrated with Operating Model

The Social Way 3.0 management system is both aligned with, and integrated in our operating model. It starts at the very top of our organisation where every year Mark and we, the GMC, jointly agree a set of business expectations. They of course include sustainability specific expectations and are cascaded across our operations to the GMs at each of our sites. Then in turn, each GM translates them into "service strategy" and "operational plans" that drive the delivery of our sustainability outcome. In this way, social performance and sustainability, for that matter, are fully integrated into our business planning. It is simply the way we do business.

We think that this approach is important to support continuous learning and improvement. It focuses on strategic work planning, then on executing the work with the right capabilities and

resourcing in place. Then the focus shifts to monitoring and evaluating our activities and finally, to take the corrective actions where needed.

These final two steps are particularly important to determine whether the programmes we have in place are delivering the intended outcomes. Where they are not, we will be able to adapt and adjust to prevent impacts on local communities or widen the reach of our socio-economic programmes. And this is enduring.

Social Way in Action: COVID-19 Community Response

When we started to feel the effects of COVID a few months after we launched Social Way 3.0, we were able to make good use of the system to support our communities effectively throughout the pandemic. We also leveraged the work that we had been doing on the community health stretch goal from the Sustainable Mining Plan, showing once again the value in investing in good systems and networks before a crisis hit.

This is the mindset and culture that allowed us to spring into action with our comprehensive WeCare response programme that I mentioned earlier. We did not waste time building business cases for action, we just did it. And having the system and structure of the Social Way increased both the efficiency and effectiveness of our response. From the outset of the pandemic, Mark was very clear with everyone - we were leaving no one behind and that every site must have a tailored community response plan.

The social performance management system was used to; understand the context, rapidly assess impacts on community health, identify community needs, align and engage with affected stakeholders, including our vulnerable groups, develop action plans and finally track our activities.

In parallel, we developed asset value cases that set out each site's contribution to society, from a local economy to the provision of water and other essential services. These helped us to engage with governments and demonstrate the value that our mines contribute locally. This helped shape the important decisions that mining operations were deemed essential activities in many of our jurisdictions. This was so critical as we are often the economic engine of entire areas around our sites.

Engaging with communities, NGOs, traditional and faith leaders, and government agencies enabled us to understand what was required on the ground. We then used what we learned to design a Community Response Plan to guide our staff in managing potential impacts of COVID-19 and providing the most effective and relevant support for their host communities. As soon as we developed the COVID Community Response Guidance, we immediately made it publicly available on our website.

Social Way in Action: COVID-19 Community Response

So, what does this allow us to do? We supported 141 health facilities in and around our mines, serving an estimated population of approximately 2.7 million people. Training was provided to over 4,000 community health workers, 50 traditional leaders and 715 clinicians. More than 176,000 people benefited from our water extension programme in South Africa and Zimbabwe.

We also provided more than 50,000 food parcels and vouchers over three months to vulnerable households around our operations in Zimbabwe, Namibia and South Africa.

Through our Zimele programme, we worked with more than 800 beneficiaries and disbursed over \$3.6 million in loan funding to small, medium and micro enterprises that support 2,600 jobs. I am proud to say that as a result of our interventions, businesses covered by our programmes had a 97% survival rate and a 95% loan recoverability rate.

To date, we have contributed more than \$40 million to help communities tackle COVID-19, focussing on the area of planning, prevention, response and recovery.

But the pandemic is still with us and, as you know, is still acute, especially in South America and India in particular. We have the controls in place so that even with the spread of new variants, we have been able to protect our employees and ensure the continuity of our operations. We have recently moved forward with additional response packages, including food parcels, as well as oxygen cylinders, hospital equipment and medical services. In our next update in October, we'll do a deep dive on livelihoods and the recovery phase.

I know I've spent a lot of time talking about a system, but please know we are keenly aware that a management system is only a system, and it becomes a practice when it is truly embedded in the culture and in the fabric of the company, and that's what we're doing.

Promoting an Inclusive and Diverse Work Environment

Now, turning to inclusion and diversity. We have been on a journey for some time in promoting and creating an inclusive and diverse work environment. We are doing this to attract, develop and retain the best talent. So, the focus is not just on achieving goals, but actually embedding sustainable improvement and we're doing this under four pillars. Inclusive leadership - as this has to come from the top. Leadership that empowers employees while being accountable, courageous and humble. It is this commitment to engage and collaborate across the business that sets the tone.

This becomes infused in the culture where colleagues are valued and respected, and where everyone feels they can bring their best selves to work, whoever they are, across all dimensions of diversity. This is our second pillar.

On the gender lens, it's good to be recognised in the Bloomberg Gender Equality Index for our global approach. And in terms of racial diversity, we are signed up to the BITC Race at Work Charter and have linked this to an internal employee network that we call "Your Origins", of which my colleague, Ruben Fernandes, our head of the Base Metals business, is the executive sponsor.

Miners talk a lot about safety, and rightly so - we also need a safe environment - and need to look broader than the workplace here. Domestic and gender-based violence is not restricted by culture, geography or economic status. An unprecedented increase in reported cases globally has been one of the awful features of this pandemic. We have all seen this on the news during the course of the past year. Domestic violence has devastating physical, economic and psychological consequences for survivors, men and women alike. As a global employer, we recognise our duty of care to our colleagues, our communities and society more widely, and have a programme in place to educate and provide the necessary support.

And finally, our fourth pillar is to provide a fair and supportive workplace - relevant to what has become a very high-profile issue - mental health and wellbeing. Again, this is work we started a while ago. We put in place our first mental health framework in 2019. As the

pandemic unfolded last year, it became ever more important as the impact of losing loved ones, economic strife and curbs on social interaction had already had a marked effect on people's mental health.

We therefore enhanced our Employee Assistance Programmes, available in all countries, with 24/7 care available. We rolled out a global flexible working policy, and 5% of our colleagues are being trained as mental health first-aiders. Having the culture, mindset and systems in place is so important to help stay ahead of such trends so that we can be the company that our employees and communities want and deserve. This is absolutely central to building trust and earning our licence to operate and, of course, is in tune with our purpose.

Inclusion & Diversity: Good Progress but Still Work to Do

Let me show you some interesting stats - but this is absolutely not about reaching targets. It's actually about creating the right environment to develop and retain the best talent sustainably. Certainly, our industry has long been challenged at doing this, in particular with half of the global talent pool, but you can see we are making steady and remarkably consistent progress at senior management levels. That's the level that reports directly into the GMC. But it is really important that this is sustainable and consistent through the business, and I'm really pleased to report that this is a similar picture.

We are very focused on creating a truly diverse workforce and doing so the right way - and we have specific quarterly committees looking at progress and course correct, if needed. One of the key indicators here to check if we're doing the right thing or just simply upsetting the apple cart is voluntary turnover, which is tracking in a really good place, comfortably below 5%. Ultimately, we want to attract the most capable people drawn from the entire pool of talent out there, whoever they may be. This work is central to being a sustainable business.

G – Trusted Corporate Leader

Stephen Pearce

CFO, Anglo American

Integrating ESG into Governance Structures

As CFO, I haven't previously spoken at these presentations, but how we think about all aspects of ESG is now so naturally embedded in how we plan, run and report the business. The governance framework is one of the key processes by which our organisation is managed and overseen but, as Anik said, it also has to be underpinned by real people and processes. No matter how good those processes and policies may be, it has to be driven by the culture of the organisation at all levels.

Accountability and alignment

Today, I'm going to focus on two aspects, in particular: accountability and alignment.

The leaders of our organisation are accountable for the development of complete business plans and once approved, accountable for all aspects of their delivery. Mark's spoken about the capital and cash flow measures, but also the seven pillars, considering the full impact of decision making.

Touching on several aspects of alignment, culture, I've already touched on; how we embed ESG targets, both short and long-term, into performance metrics and ultimately remuneration packages. And increasingly important, the governance and assurance framework to ensure robust and credible reporting and alignment with the policies and framework. This is an important year from that perspective as we hopefully get better alignment around definitions, TCFD reporting, etc.

To all CFOs out there, don't underestimate the role that you can play in making this live in an organisation. How you perform in this area directly impacts access to capital in both debt and equity markets. How you communicate to the market, with the investor relations team, technology team, operations and sustainability teams. There's not an investor meeting that happens now without a detailed discussion on all aspects of ESG. How you set up the business planning process across the organisation to prioritise and provide insight on ESG initiatives. How you run monthly and quarterly reporting performance review sessions and provide that feedback loop on what is important; again, a key part of the operating model. And how you allocate capital at both a whole of portfolio level and prioritisation given to individual initiatives. And the list goes on.

Aligned with this, we have developed five-year sustainability plans across all of our group functions, including in group finance, with many initiatives progressing exceptionally well.

ESG Integrated in Capital Allocation

Most of you are familiar with the capital allocation framework. I talk to it from a finance perspective each six months and report on how we have done financially. I speak to the cash flow that we generate after sustaining capital, the commitment to the base dividend and how we think about discretionary uses of capital and additional returns. But there are other principles that underpin our decision making around commitments, risk, timing and financial intensity as we consider investing in allocation of capital.

As an aside, Anik became a formal member of the Investment Committee, where we consider all of our capital allocation, in excess of two years ago. Carbon pricing is now embedded in all capital requests.

Across the portfolio, over the budget and five-year plan horizons, we ensure capital allocation is aligned with strategy and towards future-enabling commodities.

We ensure visibility of sustainability targets and alignment to the Sustainable Mining Plan. We are currently developing 'full value' decision making criteria. How do we assess water use impacts, impacts on communities or job creation outside the gate for local communities. It's still a very evolving area and quickly becoming part of our core decision making processes.

>90% of Growth CAPEX in Future-Enabling Products

To demonstrate the strategic approach to capital allocation, our portfolio of "future enabling product mix" alongside, "quality with diversity" are positive differentiators in our industry, with the overriding majority of growth capital going towards future products.

Consumer-driven demand for diamonds, crop nutrients and PGMs and environmental themes and electrification driving demand for our copper, nickel, and, again, PGMs contributing to the hydrogen economy are all big positives. And our iron ore and met coal are high quality, both

physically and chemically, and therefore desirable inputs for steel mills and, in particular, future green steel mills.

For a generalist investor, our mix across these high demand growth sectors position us not just for the next five years but for the next 10 to 20 years. The challenge I'd like to put to you today is to think beyond the individual company position and look at what is good for the global environment. For example, a company with high grade met coal and iron ore that suits cleaner production of steel should be supported or preferred, versus a company or operation with lower grade or more polluting inputs. A company that produces copper to help with an electrified world should be encouraged to do so as responsibly as possible.

In terms of the approach to date, the main focus has been on individual company positions. In our case, we've recommended to shareholders that our thermal coal assets continue to be held in a public company with an experienced management team and all the other attributes that Mark spoke about earlier. In many cases, what we have seen is that you end up with much of the same coal being produced, but often in private hands with less transparency.

ESG Integrated in Remuneration

Finally, in order to align with the interests of our stakeholders, we are ensuring a balanced compensation structure by integrating ESG targets into various aspects of remuneration. This is reflected both in short term, through the inclusion of 20% weighting of SHE targets in our annual bonus calculations, and in the long term, through 20% weighting of ESG targets in our three-year LTIPs. In addition to this, there's a further 30% of tailored critical tasks, which also form part of the short term bonus, of which a proportion is also safety and ESG related.

Our 20% ESG weightings also represents a higher proportion than that across the average of the FTSE 100 according to a recent PWC and London Business School survey. Average ESG weighting of 15% in annual bonuses and 16% in LTIPs. I'm sure this is an area that will continue to evolve.

Finally, in solidarity with the global fight against the pandemic, all GMC and board members also donated 30% of their salary or fees for three months to the COVID-19 related causes.

Positioned for a Sustainable Future

Mark Cutifani

CEO, Anglo American

An important measure of our success in our sustainability endeavours is to make a difference in this man's life. If he sees we're doing good things and supporting him in the way he supports his family, then that's a good place to start in making sure that we're building the right relationships in the communities and at the most important stakeholder level.

Mining Driving Development and De-Carbonisation

So, coming back to our purpose, "reimagining mining to improve people's lives", let's look at mining in a much broader context.

Global habitable land is at a premium by any societal measure. Forests are precious, and a key part of managing the planet's carbon debt, with agricultural land needed to feed a growing population. Remarkably, mining's landed footprint is small within this context. While

we understand we're critical to protecting forests and improving agricultural productivity to further grow the forest sinks, it is still incumbent on us to manage our footprint responsibly.

Our portfolio is focused on future enabling metals and minerals, including high quality bulk commodities for cleaner steel production, the metals essential for electrification like copper and nickel, and the hydrogen economy that is supported by metals such as PGMs and; what we need if we're going to grow the food that people need without stripping bare every last surface of land, so more effective, lower-carbon fertilisers are the key. And hence, our most recent move into Crop Nutrients is not simply about entering into one of the world's great mineral resources -it's also about making a difference in terms of that significant agricultural footprint that we all need to do our bit to ensure that we improve agricultural productivity, to reduce land that has been taken from forests and biodiversity, and try to give it back to nature. That's the biggest contribution mining can do across all of our urban landscapes and right across the globe in terms of impacting land and land usage it for the long term in terms of a carbon footprint.

I've talked, and Tony will talk to you more over time about using technology to manage our footprint and our innovation, doing things differently to the way the industry has always done, because mining can be done smarter and more sustainably. Central to this approach is FutureSmart™ Mining, which is about integrating technology with sustainability to deliver step changes to our efficiency and our environmental and societal footprint.

Central to FutureSmart™ is our approach to sustainability, as set in our ambitious Sustainable Mining Plan commitments. In connecting our SMP with our broader social responsibilities, we've developed the industry's most progressive and innovative partner-led approach to being a catalyst for sustainable economic activity that is entirely independent of mining.

Collaborative Regional Development is a business catalyst methodology where we help bring diverse stakeholders together with and through regional governments, as we have in Limpopo in South Africa. Our sustainable approach is the key to creating thriving communities around and supporting our operations.

By understanding spatial population – that is where people live – and how infrastructure distributions in those regions can be more effectively deployed to support industry and communities, is the way to both reducing footprints and making sure that infrastructure development services the needs of people and sustainable development. This integrated approach – one that we're working through with governments, with local stakeholders, local communities – is all about making sure we are part of those communities, that we're listening to the needs of our local communities, and we're doing it with governments and other industry players, including our other colleagues in the mining industry.

Being a catalyst for this type of coordinated, collaborative development across our communities is the way mining can play its part in the primary role of bringing people together and driving the country and – various countries in the world towards carbon-neutral performance. Again, with these collaborations, it demonstrates for us that, whether we're talking internally within the business or outside the business, people are the business, people are our communities, people are the world. All contributing at the same time to meeting the infrastructure needs of the emerging urban populace, providing the metals critical to electrification and decarbonisation and our fertiliser to feed the growing population.

This is a message we haven't done a great job in getting to those urban centres that talk about mining as something terrible when at the end of the day, we believe it's one of the most important industries in managing global urban footprints and making sure that the world is sustainable. And that includes reducing our carbon footprint.

Re-imagining Mining to Improve People's Lives

Our purpose is founded on delivery of sustainable returns to shareholders, employees and our broader business and societal stakeholders. And so, to "re-imagine mining to improve people's lives" is not just something we say, it's something we feel. It is what we believe businesses must do, both through the value we contribute to our host communities and societies, and also in the way we are providing the basic metals and minerals that enable the world to be sustainable in all its dimensions.

In our business, we keep our targets pretty simple. We target a better than 10% free cash flow on capital employed as the prime measure of our effectiveness as business managers. And that makes sure that we are able to invest in the future, and by competitive dividends through the long-term.

Secondly, our measure of efficiency is ROCE better than 15%, making sure that we spend your capital the right way in delivering those cash flows and making sure that they're sustainable. And we measure sustainability across seven key pillars, which includes safety and health, environment and our other ESG parameters, productivities per person, and our competitive cost and capital measures.

Q&A

Alain Gabriel (Morgan Stanley): I have two questions, the first one - what is your view on setting concrete reduction targets for scope 3 along the lines of what your competitors have done (setting reduction targets, for example, for steel making and shipping)? And do you think it's a matter of time before your shareholders and broader stakeholders demand an inclusion of scope 3 in your targets?

Mark Cutifani: We believe that it is appropriate to have concrete targets, however, we don't believe there is an effective standard that can be applied yet. If you look at our competitors, they all calculate the numbers differently; whether it's including trading, not including trading, the different parameters are dealt with differently. We are working our way through all those different approaches and methodologies to make sure when we present our numbers and our targets, we've thought through the unintended consequences of how we present our numbers.

A couple of examples; if you look at our thermal coal and changing the shape of our business, there's almost a 25% reduction in our carbon numbers by making that step. Or, if you look at met coal over time, with our resources going up to around 2040 or the iron ore business and the 30% difference, people don't measure those differences in many of the scope 3 numbers.

Getting all of those numbers right, and then presenting a consistent set of numbers is something that we're working on. We think given the work that we've done on scope 1 and scope 2, the inconsistencies in the way numbers are reported and the assumptions people are making need to be very transparent. We're working through that and we'll present those

numbers. We'll update you towards the end of the year in our October sustainability session, and then again in the New Year.

Alain Gabriel: Thank you. That's very clear. My second question is on slide 32, where you discuss the incentive plan and the bonus payments - 20% are linked to ESG metrics but given the breadth of the ESG and the continuous need to fine tune these incentives, how do you think the mix will evolve, let's say, over the next two to five years? In other words, where will you be rewarding most people on what metrics? Is it mostly on climate? Is it mostly on social? Where will be your focus?

Mark Cutifani: The way we look at all of this is an integrated approach. Carbon reduction will be very important in the strategy, with the upside that anything you do there also impacts your cost structures and drives business performance. The fact that we can increase capital intensity and also water reductions means that we're reducing our footprints and also water consumption - they'll all be very important parts of our measures. Safety and health remain front and centre for us as a group, whilst we've made significant progress, those metrics obviously have to remain a big part of our conversations. Ultimately, I think social metrics will become more and more important along with our collaborative regional development work really being key to that. I think those types of metrics will take more significance as all our stakeholders start to recognise how important these issues are. The more we're able to articulate our progress on The Social Way, the collaborative regional development work- I think that will become more important over the next five years. I think that's certainly where the industry will go and certainly, that's where we'll be going.

Stephen Pearce: In recent years, both the amount that feeds into those measures of performance and the mix has evolved. I think it will continue to evolve both in terms of quantum and structure, as priorities change, as expectations change, etc.

Liam Fitzpatrick (Deutsche Bank): The hydrogen announcement or partnership that you announced earlier today with Umicore. Can you give any details or shed any light on the potential timing when we could hear more plans around pilot projects, etc.?

Then a more general question linked to that in terms of downstream initiatives - is this an area that Anglo is looking to spend more money in and commit more capital to over the medium term?

Mark Cutifani: The next two to five years is quite important because it certainly provides us with an opportunity to extend the use of our products. Longer term, the use of hydrogen will be facilitated by the lower cost of generating hydrogen. We think by 2030, hydrogen will be cost-competitive with traditional fossil fuels. So, you'll have a very strong reason to use it, both as a primary fuel source and as a secondary fuel source in terms of the fuel cell applications and other catalytic applications. It's a journey with Umicore in understanding how we use these metals in a whole range of new applications. We use Iridium in those catalysers, along with platinum, so the breadth of those new applications is quite significant and certainly very important to us. Tony will talk about that next month.

A couple of our competitors are now starting to put some money into product development as well, with a couple of other plays, and I think that's great news for our industry. People are

starting to understand that these metals have so much potential with the digital technologies and Tony's already looking for material scientists for us to better understand the applications, and to make sure that we connect better with Umicore as a partner in developing these types of applications.

Ian Rossouw (Barclays): The ESG planning, how does that relate to your joint ventures particularly the non-operated joint ventures? How do you influence as a board member on those operations, a similar standard to what you set out today? I'm thinking particularly, for example, at Cerrejón, where there have been some allegations around human rights and community issues.

Mark Cutifani: We've done a review of all our joint venture positions with the legal team and with the operators in each area. We make sure that in any of the positions we have on board, we're very clear about the minimum standards we expect and the governance processes that have to be in place in those joint ventures and making sure that there's a follow-up and appropriate follow-ups. That work has been initiated some 18 months ago, and we're in an active conversation with all GMC members and all partnerships that were involved as it's really important to us.

If you're on the board, then you've got an accountability for making sure that the following take place; you're clear about the standards you'd expect, the governance processes are in place, and ensuring that the team that is running the asset is appropriately skilled to do that. That's the governance accountability that we take very seriously. Beyond that, we also work closely as partners with our joint venture. For example, at Cerrejón, we're aware of the most recent allegations from one of the local communities, an indigenous group. We take these allegations very seriously. We work together with our partners, make sure they're appropriately investigated independently, and then we make sure the follow-ups occur. And so far, with Cerrejón, those processes have landed in the right places. We've been able to find or resolve the issues and ultimately find solutions – sometimes it takes two or three rounds to get it absolutely right. We are committed no differently to our commitments on the operations that we have under our direct control.

Myles Allsop: On Thungela isn't Anglo Group is much better positioned to manage the depletion of those coal assets than a small single commodity company. I can understand from a shareholder perspective, it makes sense to spin out the assets, but from a climate change perspective, it feels that this is not going to help in terms of reducing CO₂ emissions.

Mark Cutifani: We are very cognisant that the government of South Africa, or whatever jurisdiction you're in, are the ultimate owners of the resources, and therefore you don't have the right to stop production. We're very mindful and respectful of those issues and we make sure that we work with the government, and they understand our commitment to footprint and managing footprint. In the last 12 months, in particular, the South African government, have been quite progressive in cooperating in those sorts of initiatives.

We felt that a de-merger into a business without debt where the team we know is committed to the highest standards of operation and they understand the commitments to community

and they've already got a good relationship with the local communities, was ultimately the right thing to do or the best thing for us to do. Even if we had a BE entity, they generally come with debt, which in our view, then puts more pressure on people not to do all the right things.

We've set the business up with the right people; the government's being consulted; the local communities being consulted; customers have been well consulted, and so I think we set it up the right way.

Ultimately, this is a dis-synergy that we have with that part of the business and it's only 4% of our business. For example, someone like Glencore, they've got ~30-40% of their business; for us it's ~3-4%. We felt this was the most transparent, open and constructive way, giving it the best chance to go forward, to be done the right way with all of the stakeholders involved in the process. It takes a bit longer, but it's the right thing to do.

Myles Allsop: Around resource nationalism and tax increases; whether it's in Chile, Australia and South Africa. Obviously, the industry is making a huge amount of money at the moment, the way commodity prices are. Which regions do you think are most vulnerable in terms of seeing tax increases, and how can you manage that risk?

Mark Cutifani: I suspect Google, Microsoft, Apple are all having the same questions thrown at them as well, Myles. I think in the current environment, there is a COVID deficit that all of us are probably going to have to shoulder a little bit of the burden, either as individuals or businesses in most countries. Certainly, from what we've seen so far, the South African government has been very responsible and quite reticent to burden businesses with increased taxes, given their understanding of the importance of foreign direct investment, the importance of FDI. One would expect with the constitution in Chile, there might be a chance of a royalty - Brazil has talked about royalties, but generally very modest over time.

So, I think we're like everybody else in the business sector. There's a chance that we might have to pay a little bit more in direct taxes or in the form of royalties, but we probably will as individuals as well, so I don't think it's anything remarkable. I think it's a bit of an exposure, but so too everyone else is probably going to be looking at the same thing.

Stephen Pearce: I think if anything, some of the more developed countries (UK, US, etc) have moved quicker to announce a increase in taxes. In South Africa, we had a slight decrease in the corporate tax rate.

I think the strength in commodity prices actually bodes well for tax authorities because mining companies, in the world that we live in, increased earnings flow through directly into increased income tax very quickly, perhaps a little bit different to other industries. We tend to pay it in the country where we mine and operate, both transparent and really visible I would expect significant increases this year, next year, and hopefully the year after, which would hopefully help some of those mining countries limit the need to increase overall rates by as much as they would have otherwise because of the timing of the cycle that we're potentially in.

Sylvain Brunet (Exane BNP Paribas): My first question was on slide ten, which is the scorecard 2020. One of the few misses was inhalable hazards exposure. So wondering if you

could give us a bit more colour on which products we're talking about. Is that coking coal we're talking about here, and which assets and whether controls are in place to address that?

And my second question is on the Umicore JV as well. Just get a bit more colour on these AP Ventures Funds that you talked about. So its size, its mandate and potential other ventures you are working on, please. Thanks.

Mark Cutifani: Okay. Firstly, on the inhalable hazards, we had a survey of diesel particulate in our platinum operations and in one area, in Zimbabwe, we were using an incorrect standard and by calibrating, we've actually sorted those standards out and we're continuing to improve the particulate macro across both those operations. In our system, anything like that where you've seen an increase in rate against the standard, we will record as an increase in inhalable hazards. They are within requirements, but there's been an increase and we're working on how we correct those issues using catalytic converters and the various technologies. Ultimately, we want to go to hydrogen, which means we remove these from all of our underground operations.

On the Umicore joint venture, €2 million was the initial step. In the context of our venture capital fund - where we put in \$100 million, PIC was a \$100 million investor and across the board now, we've got over \$325 million invested in a whole range of activities, looking at new applications, looking at palladium in batteries and a whole range of other potential applications.

We're also partners with Umicore on element six, by the way and we are a global leader in Diamond Technologies as well. So, this is nothing new for us, and these are the sorts of things that we believe can really drive the demand for our products. When we talk about driving down the value chain, these are the sorts of things we do in the sectors that we're in, particularly where we're a major player in that business. So, that's the JV part, but on spending on other stuff we're doing, it's well over the 30 a year. So, it's in of itself not a material step, but it's important in terms of the other things we're doing and it's part of a broader suite of programmes were involved in.

Sylvain Brunet: Anything that made you more confident that liquid organic hydrogen was going to work, that's prompted the investment at this particular point in time? Or is it just the longer-term process and it was the right time in the funding to step in there? Any development lately, or what were the challenges they were facing in that research?

Mark Cutifani: Well, firstly, the key players that we look for to guide us on the effectiveness of hydrogen research are companies like, in your country, Air Liquide, who are great leaders and Mr Benoit has been a key leader in the Hydrogen Council and really a driver, arguing that hydrogen will be the preferred fuel from 2030 onwards.

So, their work and their view is certainly those technologies can be solved in relatively short order. Along with the pace of improvement- is exponential compared to other technologies. We think 2030, hydrogen will become very competitive in a traditional sense, and that includes safety around all forms of transport.

From our point of view, and in Tony's application, where we use renewables to then create hydrogen and the hydrogen then we use to replace diesel, we think that by the late 2020s is actually competitive with traditional diesel fuel, particularly in South Africa. That's why we're

looking at the whole hub concept for South Africa and Tony will start talking about that next month, but that really looks exciting and very different because what it does – we think it gives us a more reliable energy source at a lower cost. It also helps South Africa unload the grid a little bit as well - it's a win all around and certainly something we think's very exciting.

Danielle Chigumira (Bernstein): A couple of questions from my side. Firstly, on health and safety you've obviously had some challenges on methane levels in the met coal mines. Have you diagnosed the reason for the ignition at Grosvenor? And what's the plan for keeping methane levels under control that Moranbah, given you've re-entered there? Could you give us a bit more colour on the timeline when they could be back to capacity?

Mark Cutifani: Yes. The source of methane is still subject to final inquiry outcome. We are looking at ways of improving the ventilation across the face that would also make sure that we don't bring methane potentially across the back of the longwall.

In terms of potential sources of ignition, it could be the nature of materials on the face and those issues have been identified and being researched on an industry-wide basis. Frictional strata have all been considered and again, will all be dealt with, in the inquiry, and our investigation.

So, I think the potential issues have each been identified, and solutions for each of those are being worked on. We've been very public about automating and removing people from those areas, and that's a work in progress as well and part of our new design. We do need to stress that some of these will be industry issues as well, and that one of the things in the enquiry was that there were other mines that had higher methane levels, so I think it'll be a broader industry conversation and we're taking that into account in the timing.

The conversations and enquiry have been constructive, albeit a little bit difficult at times when people can't go back and comment on things because of the parallel mines department investigation, but those things will come through over time.

We have now re-entered Grosvenor and we'll work with the department on how we safely return the mine back to operation but that's still months away. We must be very carefully stepped out, make sure everybody's comfortable, and in particular, employees have to be comfortable. There's a lot of work to be done.

In terms of Moranbah, it's quite a different issue. We had a level of carbon monoxide in the waste area, which is quite a common occurrence in Queensland, where you have mines liable to some spontaneous combustion. Then as soon as we got the bit of gas, we did exactly as the rules provide - we withdrew people from the mine; we monitored and we've continued to monitor with the mines department, making sure that we don't have further levels. We're currently pumping the area because the water builds up over time and we would hope certainly in the very near future, we'll be back accessing. I don't want to pre-empt the conversation our guys are in, but that's been followed appropriately, and I wouldn't think that's very far away at all. The process is quite normal, albeit everybody's very sensitive, as we are, making sure it's all been done the right way – by the book, no one impacted and all handled, I think extremely well, and certainly I would expect to be back in the operation in the next month or two.

Danielle Chigumira: In terms of the ESG metrics being included in remuneration, could you give us some colour on the ones that are currently being included apart from the safety ones?

Stephen Pearce: The LTIP 20% is split fairly evenly at the moment between greenhouse gas emissions and reductions in targets there on a copper equivalent basis, tailings facilities, making sure we've got all the new standards implemented across all of our operations, and then around social responsibility. So, some of the jobs with the communities, those sorts of things as well as then, as you say, in the shorter-term we're picking up more specific metrics in terms of annual performance improvement based on prior years. It also included our Social Way implementation as well and the fact that each site needs to have a five-year sustainability plan as well.

Richard Hatch (Berenberg): Yeah. Thanks very much for the presentation. Three questions. First one. Just on the advisory resolution on climate for the 2022 AGM, can you perhaps just give us a bit more flavour on what that's going to look like or what that will entail? Thanks.

Mark Cutifani: It's as simple as looking for feedback on our approach. Clearly the executive management team and the board are accountable for strategy and we want to articulate that in a clear and open way. And we're looking to hear shareholders' feedback on how we've put that and whether there are things that we should consider in other forms or structures.

Stephen Pearce: We'll be setting out our plans. Our targets, both short-term and long-term, will be all in the public domain by that point. So, we'll be looking for endorsement and feedback on the journey that we will have set out.

Richard Hatch: On GHG targets. I think I'm right in assuming that the South African thermal coal divestment isn't included within the 30%, but please correct me if I'm wrong, but it looks like you're tracking pretty well. But is there scope potentially for an increase in your targets or at least, given the progress that you're making at the moment?

Mark Cutifani: No, our 30% was scope 1, scope 2 stuff directly controllable, and it didn't include Thungela in the estimates. It was on the basis of the whole operating package. When we talk about 25% scope 3, we're saying the removal of thermal coal from the package would have an impact on scope 3, but at scope 1 and scope 2 it hadn't informed our targets, nor are we changing those targets, but we'll look at those targets on an annual basis.

No plans to increase the target at this stage. I think it's still a bit early for the 2030 targets. There's still a lot of work to be done on new technologies that might improve things.

Richard Hatch: On the Social Way. So, when I look at the pathway to implementation on the Social Way, it takes a really sharp spike from 2022, and it goes up almost in a straight line. So what is driving that, and what are you going to do differently to hit that target to implementation?

Anik Michaud: Each site set the expectation about how they were going to implement the Social Way. But it is a three-year implementation. So, some sites have actually decided to

implement a lot of it in year one, whereas the vast majority are going to be implementing in the second and third year, which is why you see the uptick.

Mark Cutifani: Ladies and gentlemen, I'd like to say thank you for giving us the time. The sustainability conversation is simply a conversation about our business and about all the things we do and how they connect. And for those that think separately, we don't.

By reducing our energy footprint, by reducing our water footprint, by reducing our physical footprint and increasing production intensity on a smaller footprint, that also reduces our capital intensity. And all of those numbers drive us to industry-leading returns, which is what we've delivered for the last seven years.

This is about the way we run the business and continue to improve the business for improving returns. But those returns are also seen in their own way, through our communities, through governments and through all of our stakeholders. Because at the end of the day, if you haven't got all of those pieces connected and improving consistently going forward, then by definition, we don't believe you have a sustainable business.

We've still got a long way to go and we continue to learn and learn from where we haven't been successful or where we've made mistakes. So, again, thank you for the time and we appreciate your interest in this really important issue.

[END OF TRANSCRIPT]